Defense Information School TRAINING PROGRAM OF INSTRUCTION

BROADCAST MANAGEMENT COURSE AFIS-BMC

Approval Date: APRIL 1999

Course Length: 15 Training Days

Approved by
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BROADCAST MANAGEMENT

TRAINING PROGRAM OF INSTRUCTION

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TRAINING PROGRAM OF INSTRUCTION

Preface

TRAINING PROGRAM OF INSTRUCTION FILE NUMBER (TPFN): AFIS-BMC

TITLE: Broadcast Management Course

TRAINING LOCATION: Defense Information School, Ft. George G. Meade, Maryland

SPECIALITY AWARDED: USAF: 3NO72 USN 3251 All other Services: None

PURPOSE: This course provides the knowledge and skills needed to perform duties as a broadcast manager.

COURSE DESCRIPTION: the Broadcast Management Course places emphasis on administration, organization, supervision, and evaluation of personnel, programs, and products within the Armed Forces Radio and Television Service (AFRTS) network and station operations environments. The scope of training includes theory and principles of broadcast management operations, applied instruction in AFRTS computer applications, and regulations governing AFRTS. In addition, students will be trained in managing and establishing broadcast activities during contingency operations.

PREREQUISITES.

All: Assignment or enroute to AFRTS or Reserve Component Broadcast Public Affairs Detachment is mandatory (non-waiverable).

All Enlisted Personnel: E-5 or higher; and graduate of BBC or 1 year AFRTS

experience

All Officers: Graduate of PAOC, or PAOC-RC if reservist

All Civilians: Graduate of PAOC or BBC; or 1 year of AFRTS experience. Navy civilians who

are Non-PAOC graduates must score a minimum of 70% on the

English Diagnostic Test (EDT)

Additional Service-specific prerequisites.

USA Enlisted: MOS 46R20; graduate of BNCOC

USAF Enlisted: Professional Military Education /AFSC 3N052

USMC Enlisted: MOS 4341; Minimum EDT Score - 75%; NCO Academy

USN Enlisted: Navy Leadership Development Training; 1 year AFRTS or SITE experience;

non-BJC/BBC graduates must pass EDT with a minimum score of 70%

SECURITY CLEARANCE: None

CLASS SIZE:

MAXIMUM: 10

MINIMUM: 5

ANNUAL COURSE CAPACITY: 20

COURSE LENGTH: 15 TRAINING DAYS

ACADEMIC HOURS: 112

AMINISTRATIVE HOURS: 8

TOTAL COURSE HOURS: 120

INSTRUCTOR CONATACT HOURS: 995

TYPE /METHOD OF INSTRUCTION: HOURS:

ADMINSTATIVE (AD): 8

CONFERENCE/LECTURE (GL) 38

FIELD TRIP (F): 16

GUEST LECTURER (GL) 38

INDEPENDENT RESEARCH (IR): 3

PERFORMANCE EXERCISE (PE): 43

WRITTEN EXAMINATION (EW): 2

TRAINING START DATE: July 1998

MANPOWER: The Interservice Training Review Organization (ITRO) formula was used to determine the number of instructors required.

ENVIRONMENTAL IMPACT: None. DOD Policy was followed to assess the environmental impact.

EQUIPMENT AND FACILITIES: The Course Design Recourse Estimate (CDRE) contains this information.

TRAINING DEVELOPMENT PROPONENENT: American Forces Information Service. Training Directorate, (AFIS/TD): (703) 428-0707; DSN 328-0707

TPFN: AFIS-BMC-001-001-

UNIT TITLE: Effective Information Management

TPFN HOURS AND TYPE: 1CL; 5PE

TPFN TOTAL HOURS: 6

PREREQUISITE TPFN: NONE

TASK(S): 001 Review computer systems/local area network (LAN) orientation.

02 Utilize computer applications

O3 Practice executive writing (enabling).

SUMMARY OF INSTRUCTION: The students review effective writing principles and are introduced to DINFOS telecommunication and LAN services. During class discussion, the students critique examples of various writing styles with an emphasis on "passive-versus-active" voice, word choice accuracy, and clarity. In a graded practical exercise, the students create, spell-check, save, and print documents using Microsoft Word, as specified in the DINFOS *Executive Writing Handbook*, and the *Microsoft Manual and Help Directory*, to a standard of 70 percent. This knowledge will further be measured with a written exam at the end of the functional area (AFIS-BMC-001-005-).

REFERENCES:

Executive Writing Handbook, DINFOS Microsoft Manual and Help Directory Netscape Help Directory

INSTRUCTOR/STUDENT RATIO: 1:10 (CL, PE)

TPFN: AFIS-BMC-001-002-

UNIT TITLE: Implement Broadcast Policies and Procedures

TPFN HOURS AND TYPE: 7CL; 1PE

TPFN TOTAL HOURS: 8

PREREQUISITE TPFN: NONE

TASK(S): 001 Review American Forces Information Service (AFIS)/AFRTS and

Broadcast Services (emphasis on organizing/governing regulations).

002 Understand broadcast/PAO/local command relations.

003 Consider affiliate management operations.

004 Understand Continuity Books/Standard Operating Procedures (solicit

samples from Services

005 Utilize Standard Operating Procedures (enabling).

SUMMARY OF INSTRUCTION: The students review DoD policy and guidance applying to AFRTS stations and the relationships among AFIS. AFRTS, and the Broadcast Services. The students also explore the relationships between the AFRTS station and the PAO/local command; identifying potential requirements, conflicts, initiatives, and the key elements to god planning. In a class discussion, the students address management strategies for serving as an intermediary between installation leadership and network management, to include managing with reduced staff, limited local origination opportunities, and working with civilian employees. The students also discuss the importance of Standard Operating Procedures (SOP) and Continuity Books as important management tools. In a graded group practical exercise, the students draft a two-page SOP on computer security, applying principles learned in class to a grading standard of 70 percent in accordance with an assignment sheet. This knowledge will further be measured with a written exam at the end of the functional area (AFIS-BMC-001-005-).

REFERENCES:

DoD Directive 5122.10, American Forces Information Service (AFIS)

DoD Directive 5120.20, Armed Forces Radio and Television Service (AFRTs0

DoD Regulation 5120.20R, Management and Operation of AFRTS

Department of the Army Field Manual 101.5, Staff Organizations and Operations

Naval Media Center Instruction 3120.1C, Naval Media Center Standard Operation Regulations Manual Air Force News Instruction 35-101, Manned Outlet Operations

INSTRUCTOR/STUDENT RATIO: 1:10 (CL, PE)

TPFN: AFIS-BMC-001-003-

UNIT TITLE: Community Concerns

TPFN HOURS AND TYPE: 6 CL; 2 PE

TPFN TOTAL HOURS: 8

PREREQUISITE TPFN: None

TASK(S): 001 Review sensitivities in broadcasting (emphasize audience).

002 Distinguish gratuities/conflicts of interest.003 Review local audience surveys/alternatives.

004 Appraise local audience member complaint exercise.

005 Examine family member complaints.

SUMMARY OF INSTRUCTION: In guided discussions, the students identify broadcast sensitivities; review methods to establish sensitivities; discuss programming practices, including the impact of political, religious, and sexual connotations; and formulate strategies for answering complaints. The students define the terms, "gratuity' and "conflict of interest," identify DoD and Services Regulations that apply, and discuss likely scenarios involving AFRTS personnel, to determine acceptable courses of action. Management practices regarding value and methodology of formal and informal surveys and audience analysis techniques will be discussed. In a practical exercise the students create a two-page audience survey, per an assignment sheet, to a 70 percent standard. In a second exercise, the students draft a written response to a complaint, per an assignment sheet, to a 70 percent standard. This knowledge will further be measured with a written exam at the end of the functional area (AFIS-BMC-001-005-)

REFERENCES:

DoD Regulation 5120.20R, Management and Operations of AFRTS
DoD Regulation 5500.7R, Joint Ethics Regulation
Army Regulation 600-50, Standards or Conduct for Department of the Army Personnel
SECNAVINST 5720.44, Department of the Navy public Affairs Policy and Regulations
Air Force News Instruction 35-101, Manned Outlet Operations

INSTRUCTOR/STUDENT RATIO: 1:10 (CL, PE)

TPFN: AFIS-BMC-001-004-

UNIT TITLE: Command Concerns

TPFN HOURS AND TYPE: 3 CL

TPFN TOTAL HOURS: 3

PREREQUISITE TPFN: None

TASK (S): 001 Understand management of support agreements.

002 Brief new installation commander exercise.

SUMMARY OF INSTRUCTION: In a lecture and discussion, the students identify the types of support agreements, and memoranda of agreement and understanding in relation to the broadcast manager's responsibilities, obligations, and rights. The parameters for a thorough but concise mission support briefing to be presented to a new Installation Commander will be reviewed. This task will contribute to the performance briefing requirements in AFIS-BMC-002-005-. This knowledge will further be measured with a written exam at the end of the functional area

(AFIS-BMC-001-005-).

REFERENCES:

DoD Instruction 4000.19, *Interservice, Interdepartmental, and Interagency Support* DoD Regulation 5120.20R, *Management and Operation of AFRTS*

INSTRUCTOR/STUDENT RATIO: 1:10 (CL)

TPFN: AFIS-BMC-001-005-

UNIT TITLE: Functional Area Exam and Critique

TPFN HOURS AND TYPE: 1 EW

TPFN TOTAL HOURS: 1

PREREQUISITE TPFN: All previous TPFNs

TASK: 001 Complete Functional Area Exam and Critique.

SUMMARY OF INSTRUCTION: The students complete a written examination on the material covered in Functional Area 1. The students critique the exam results to reinforce understanding of all the topics covered. The students must correctly answer 70 percent of the questions in order to proceed in the course.

REFERENCES:

See TPFN AFIS-BMC-001-001- through AFIS-BMC-001-004-

INSTRUCTOR/STUDENT RATIO: 1:10 (EW)

TPFN: AFIS-BMC-002-001-

UNIT TITLE: Overview of Broadcast Operations

TPFN HOURS AND TYPE: 3 CL; 2 PE

TPFN TOTAL HOURS: 5

PREREQUISITE TPFN: None

TASK(S): 001 Receive voice dynamics seminar (enabling).

002 Critique local products.

003 Analyze principles of Radio/TV station operations.

SUMMARY OF INSTRUCTION: The students review the fundamentals of voice dynamics training, including principles of voice training and DINFOS training standards. In a non-graded practical exercise, the students evaluate various broadcast products to critique and discuss in class. The students analyze station organization by responsibility and function, and apply documentation tools toward assessing, controlling, and evaluating station operations. This knowledge will further be measured with a written exam at the end of the functional area (AFIS-BMC-002-007-).

REFERENCES:

Army Regulation (AR) 360-7, Army Broadcasting Service (American Forces Radio and Television Service)

Air force instruction (AFI) 35-303, Air Force Radio and television Service Guidance and Procedures

NAVMEDCENINST 3120.1C, Naval Media center Standard Operating Regulations Manual

INSTRUCTOR/STUDENT RATIO: 1:10 (CL, PE)

TPFN: AFIS-BMC-002-002-

UNIT TITLE: AFRTS Products and Services

TPFN HOURS AND TYPE: 3 CL

TPFN TOTAL HOURS: 3

PREREQUISITE TPFN: None

TASK(S): 001 Receive AFRTS trends briefing (guest).

002 Discuss Satellite Network (SATNET) utilization.

004 Examine TV programming materials.

SUMMARY OF INSTRUCTION: The students learn the impact of new communication technology of AFRTS outlets and the full range of SATNET TV program services now available overseas. This knowledge will further be measured with a written exam at the end of the functional area (AFIS-BMC-002-007-).

REFERENCES:

DoD Regulation 5120.20R, Management and Operation of AFRTS AFRTS Worldwide Workshop Fact Sheets, 1998

INSTRUCTOR/STUDENT RATIO: 1:10 (CL)

TPFN: AFIS-BMC-002-003-

UNIT TITLE: Radio Operations

TPFN HOURS AND TYPE: 3 CL; 7 PE

TPFN TOTAL HOURS: 10

PREREQUISITE TPFN: None

TASKS(S): 001 Discuss mechanics of producing local radio programming.

002 Program a local disk jockey show.

003 Manage the local spot.004 Define SuperScheduler use.

005 Perform SuperScheduer and local radio operations exercise.

006 Observe Basic Broadcast Course Radio Skills training (enabling).

SUMMARY OF INSTRUCTION: The students analyze the elements involved in planning locally originated radio programming and identify successful strategies. In a guided discussion, the students review spot management systems and outline differences between radio and TV requirements. Additionally, the students review current music show formats, discuss rationale behind local versus canned programs, and differentiate between SuperScheduler functions. In a practice exercise, the students perform a radio operations exercise; outline a planned approach for airing a disk jockey program; integrate survey data; and operate software to access and manipulate data in editing, scheduling, and maintenance modes in SuperScheduler per an assignment sheet provided by the instructor. The students tour DINFOS radio studios and observe radio skills training. The instructor, using standard criteria-referenced checklists, critiques student participation and performance. This knowledge will further be measured with a written exam at the end of the functional area (AFIS-BMC-002-007-).

REFERENCES:

Electronic Media Programming Strategies and Decision making, Carrol & Davis, Chapters 7-10 DoD Directive 5120.20, Armed Forces Radio and Television Service (AFRTS) DoD Regulation 5120.20R, Management and Operation of AFRTS

INSTRUCTOR/STUDENT RATIO: 1:10 (CL, PE)

TPFN: AFIS-BMC-002-004-

UNIT TITLE: News Coverage

TPFN HOURS AND TYPE: 2 CL; 3 PE

TPFN TOTAL HOURS: 5

PREREQUISITE TPFN: None

TASK(S): 001 Review news policy and judgment.

002 Examine local news event coverage (emphasize Service video news

release and localizing news).

003 Manage local news coverage exercise.

004 Observe Basic Broadcaster Course TV Skills training (enabling).

SUMMARY OF INSTRUCTION: The students compare news judgment factors; assess the difference between news judgment and censorship; recognize news judgment as a daily process used to decide what programs should air, based on local command/network/station priorities; identify the appropriate working relationship between AFRTS stations and the public affairs community; and review DoD and AFRTS policies and directives. The students also review techniques available to report local news; determine opportunities for application; review newscast format planning; identify news program requirements; use a news list to identify appropriate news stories; rank the newsworthiness of stories; and determine appropriate presentation techniques for stories. The students perform a graded practical exercise to manage local news coverage, prioritizing a list of nine events, and plan a newscast. The students' performance will be rated and critiqued in accordance with a standard checklist. Students tour DINFOS television studios and observe TV skills training. This knowledge will further be measured with a written exam at the end of the functional area (AFIS-BMC-002-007-).

REFERENCES:

DoD Directive 5120.20, Armed forces Radio and Television Service (AFRTS) DoD Regulation 5120.20R, Management and Operation of AFRTS

INSTURCTOR/STUDENT RATIO: 1:10 (CL, PE)

TPFN: AFIS-BMC-002-005-

UNIT TITLE: Principles of Radio, TV and News Operations

TPFN HOURS AND TYPE: 1 CL; 3 IR; 10 PE

TPFN TOTAL HOURS: 14

PREREQUISITE TPFN: None

TASK(S): 001 Prepare for "New Commander's Briefing" exercise.

002 Present "New Commander's Briefing" exercise. 003 Perform "Detachment Chief In-Box" exercise.

SUMMARY OF INSTRUCTION: The students prepare and present a "New Installation Commander's Briefing" exercise with instructor assistance. This graded practical exercise includes all aspects of AFRTS services, local radio and TV services, and local support agreements. During the "Detachment Chief In-Box" exercise, the students also perform a graded practical exercise addressing a list of "real-life situations" that might occur at a broadcast station. The students must successfully complete at least 70 percent of the performance criteria checklist standards for each exercise.

REFERENCES:

DoD Directive 5120.20, *Armed Forces Radio and Television Service* (AFRTS) DoD Regulation 5120.20R, *Management and Operation of AFRTS* DINFOS Operations Manual

INSTRUCTOR/STUDENT RATIO: 1:10 (CL, IR, PE)

TPFN: AFIS-BMC-002-006-

UNIT TITLE: Special Issues in Broadcast Management

TPFN HOURS AND TYPE: 5 CL; 4 PE; 16 F

TPFN TOTAL HOURS: 25

PREREQUISITE TPFN: None

TASK(S): 001 Review equipment operator/maintainer relations (enabling).

002 Assess impact of non-linear editing (enabling).003 Receive AFIS briefing and tour (enabling).004 Receive news operations tour (enabling).

005 Analyze critical situations (enabling).

SUMMARY OF INSTRUCTION: The students identify and discuss the relationship between broadcast equipment operators and maintainers, including management requirements and potential conflicts. The students also review the impact of non-linear (digital) editing on the local broadcast station in terms of both video and audio production. The students participate in a tour and briefing at American Forces Information Service (AFIS) headquarters to review products, services, and overall mission. The students also participate in a tour of a commercial or military (depending on which is available) news operation to enhance awareness of news and information mission of broadcast stations. If no news operation tour is available students tour the "Newseum" in Alexandria, Virginia. The students participate in nine Situation Report (SITREP) exercises to analyze common critical situations at broadcast stations. The students must participate in these exercises in accordance with the unit criteria, as provided by the instructor at the beginning of the unit.

REFERENCES:

DoD Directive 5120.20, *Armed forces Radio and Television Service (AFRTS)*DoD Regulation 5120.20R, *Management and Operation of AFRTS*DINFOS Operations Manual

INSTRUCTOR/STUDENT RATIO: 1:10 (CL, PE, F)

TPFN: AFIS-BMC-002-007-

UNIT TITLE: Functional Area Exam and Critique

TPFN HOURS AND TYPE: 1 EW

TPFN TOTAL HOURS: 1

PREREQUISITE TPFN: All previous TPFNs

TASK: 001 Complete Functional Area Exam and Critique.

SUMMARY OF INSTRUCTION: The students complete a final written examination on material covered in Functional Area 2. The students critique the exam results to reinforce understanding of all the topics covered. The students must correctly answer 70 percent of the questions in order to proceed in the course.

REFERENCES:

See references for TPFN AFIS-BMC-002-001- through AFIS-Bmc-002-006-

INSTRUCTOR/STUDENT RATIO: 1:10 (EW)

FUNCTIONAL AREA 3 CONTINGENCY OPERATIONS

TPFN: AFIS-BMC-003-001-

UNIT TITLE: Contingency Operations

TPFN HOURS AND TYPE: 2 CL; 4 PE

TPFN TOTAL HOURS: 6

PREREQUISITE TPFN: None

TASK(S): 001 Familiarize with deployable studio equipment.

002 Practice Armed Forced Satellite Transmitted Radio Service (AFSTRS) Dish

set-up.

003 Review AFIS contingency package.

SUMMARY Of INSTRUCTION: The students participate in an n orientation tour of and briefing on, a contingency van, reviewing equipment and location of materials. The students observe and practice an AFSTRS Dish set-up and discuss its use. The students review documents and learn terms used in contingency operations planning, deployment command structure and responsibilities, assumptions, concepts, flexible join options, timelines for predeployment and deployment. A review of Operation Joint Endeavor (AFN in Bosnia) is discussed. The students must participate in these exercises in accordance with the unit criteria, as provided by the instructor at the beginning of the unit.

REFERENCES:

DoD Directive 5120.20, Armed Forces Radio and Television Service (AFRTS)
DoD Regulation 5120.20R, Management and Operation of AFRTS
Naval Media Center Instruction 3120.1C, Naval Media Center Standard Operating Regulations
Manual

INSTRUCTOR/STUDENT RATIO: 1:10 (CL, PE)

FUNCTIONAL AREA 3 CONTINGENCY OPERATIONS

TPFN: AFIS-BMC-003-002-

UNIT TITLE: Planning Considerations in Contingency Operations (Personnel/Materiel Issues)

TPFN HOURS AND TYPES: 2 CL

TPFN TOTAL HOURS: 2

PREREQUISITE TPFN: None

TASK(S): 001 Review health and welfare considerations.

002 Determine security considerations.
003 Identify communications resources.
004 Describe logistics requirements.
005 Discuss programming concerns.

SUMMARY OF INSTRUCTION: The students review training, readiness, and family member and psychological/behavioral concerns. Emphasis will be places on early problem identification and intervention. The students learn to identify facilities as potential targets and the need to protect mobile systems, and discuss development of resource protection plans and backup physical security plans, including protection of personnel. The students review control procedures of AFRTS materials and identify communications resources as outlines in AFIS Contingency Plan 96-01. The students also review logistical concerns of broadcast equipment, facilities and power generation, office supplies, follow-on support, and transportation (ground, air and sea). The students identify responsibilities as a primary information source, especially for disseminating information on non-combatant evacuation operations (NEO), and understanding the role of the command's Public Affairs Office as releasing authority for emergency information. The students must participate in these exercises in accordance with the unit criteria, as provided by the instructor at the beginning of the unit.

REFERENCES:

DoD Directive 5120.20, Armed Forces Radio and Television Service (AFRTS)
DoD Regulation 5120.20R, Management and Operation of AFRTS
Naval Media Center Instruction 3120.1C, Naval media Center Standard Operating Regulations
Manual

INSTRUCTOR/STUDENT RATIO: 1:10 (CL)

FUNCTIONAL AREA 4 SERVICE SPECIFIC INSTRUCTION

TPFN: AFIS-BMC-004-001-

UNIT TITLE: Current Broadcast Service Issues

TPFN HOURS AND TYPE: 8 GL

TPFN TOTAL HOURS: 8

PREREQUISITE TPFN: None

TASK(S): 001 Discuss Service-specific broadcast operation issues.

002 Examine budget language/preparation.

003 Review supply and equipment management.

SUMMARY OF INSTRUCTION: Representatives of the Broadcast Services acquaint students with activities and current issues facing their services relative to operations, budgets, supply, and equipment management. The students must participate in these exercises in accordance with the unit criteria, as provided by the instructor at the beginning of the unit.

REFERENCES:

Guest lecturers will provide reference material.

INSTRUCTOR/STUDENT RATIO: 1:10 (GL)

FUNCTIONAL AREA 4 SERVICE SPECIFIC INSTRUCTION

TPFN: AFIS-BMC-004-002-

UNIT TITLE: Service-Specific Broadcast Administration Concerns

TPFN HOURS AND TYPE: 2 GL; 5 PE

TPFN TOTAL HOURS: 7

PREREQUISITE TPFN: None

TASK(S): 001 Review military/civilian broadcast awards/decorations.

002 Write award/decorations nomination (enabling).

003 Write performance evaluations.

SUMMARY OF INSTRUCTION: With representatives of the Broadcast Services, the students will review and discuss procedures and regulations for writing military/civilian decorations and awards. The Senior Enlisted Advisors review procedures and regulations for writing performance evaluations as required by the four Services. In a graded practical exercise, students will write an award/decoration nomination and a performance evaluation using information from the class lecture and an assignment sheet, graded to a performance criteria standard of 70 percent.

REFERENCES:

AFI 36-2403, The Enlisted Evaluation System (EES)

Bureau of personal Instruction 1610.10, Navy Performance Evaluation and Counseling System Army Instruction 623-205, Enlisted Personnel

Marine Corps Order P160.7E, Performance Evaluation System

Marine Corps Individual Records Administration Manual

INSTRUCTOR/STUDENT RATIO: 1:10 (GL, PE)

FUNCTIONAL AREA 5 COURSE ADMINISTRATION

TPFN: AFIS-BMC-005-001-

UNIT TITLE: Course Administration Activities

TPFN HOURS AND TYPE: 8 AD

TPFN TOTAL HOURS: 8

PREREQUISITE TPFN: None

TASK(S): 001 Complete in-processing.

002 Complete English Diagnostic Test (EDT)

003 Complete End-of-Course Critique.004 Participate in graduation ceremony.

005 Complete out-processing.

SUMMARY OF ACTIVITIES: For task AFIS-BMC-005-001-002, at the beginning of the course, the students complete a 100-question multiple-choice examination to evaluate basic English skills and comprehension. All other tasks are self-explanatory.

REFERENCES:

DINFOS Policy & Operating Procedures Manual

INSTRUCTOR/STUDENT RATIO: 1:10 (AD)